

DIGITAL TRANSFORMATION: BUSINESS OPPORTUNITIES TO TRANSFORM INDUSTRIES AND SOCIETIES THANKS TO INTERNET OF THINGS

EMBA Global Network Week – June 2019

Purpose of the assignment

The purpose of this assignment is for you and your team to develop and present a proposal on a business opportunity thanks to the use of digital technologies, in particular Internet of Things (IoT). This delivery will help you to understand and apply the depth of learnings acquired during the whole week, defining an area/industry to explore and exploit a business opportunity thanks to IoT.

IoT will complement the learnings on social, mobility, cloud and analytics as key technology enablers. This will also help to show how technology can transform industries.

Therefore, the emphasis of your report and presentation should be on two aspects: **(1) understand how *Digital Transformation* can create a business opportunity**, and **(2) describe how it will affect the existing industry and customer landscape by checking the value flow.**

In developing the project, it should be clear how your used technology could change a business model or implement an existing business model in a different way. Each group will be assigned an industry or company that has clear customer impact (e.g. transportation, retail, public service, utilities, banking, healthcare, tourism, ...).

Presentation guidelines

Presentation will be done on **Friday June 14th 2019, from 10:00am (Madrid time)**. Each group will have **15 minutes** for presentation followed for **5 minutes for questions**. We suggest the presentation to be done by one or two people from the group, given the time limitation. Any member of the group should be prepared to respond questions from the audience.

Please plan your time carefully, and most importantly, prioritize the information you present. Moreover, the time constraint should encourage you to find the best way to communicate your insights in a **convincing, clear and concise manner**. Put yourself in the situation as if you were presenting to a Board of Directors, or an investment team decision. Both the contents and the quality of the presenting skills will be evaluated, so practice and rehearse to ensure smooth flow, clarity of speech and enthusiastic attitude.

When presenting, try to:

- *Focus on the business opportunity, and the way that technology helps.*
- *Use interesting visualizations* (pictures, charts, graphs, videos of interviews and photo journal from the field, etc.) instead of lines of text wherever possible.
- *Prioritize and Organize Information* - Don't try to include too much (you only have 10 minutes)

Please remember to include an initial slide with the project name, and Authors (full names of all team members)

Your presentation will also be evaluated according to following additional criteria:

- Clarity with which the team presented their transformation and business opportunity;
- Demonstrated understanding of the existing business model and the challenges it poses to implement, and the opportunities technology brings to approach the need in a different way;
- Presentation skills and quality of supporting material;
- Overall interest that the presentation creates (remember the "3C's": are you concise, clear and convincing?).

Report guidelines

Your written report should be no more than 7 pages long (excluding cover sheet and appendix).

Please use the following outline for the content of your report:

1. Cover sheet (1 page) showing:
 - Full name of all authors
 - Project name.
2. Existing situation. Description of the industry, business models, and contenders (~ 1 page).
3. Traditional business model versus new business model / Value flow thanks to use of technology. Clearly describe how technology, and IoT in particular, can help in new ways to deliver the service (~ 2 pages).
4. How customers and industries change due to this technology transformation. Who is driving transformation (customers, regulatory, competition?) (~ 2 pages).
5. Competitive advantage thanks to the technology. Your own analysis on how IoT has helped the industry to evolve, and if it has impacted positively or negatively in the corresponding sector. Which are possible next changes? (~ 2 pages).
6. Appendix with relevant information (≤ 2 page).

Presentation and report delivery

Please select one person in your team to send the presentation via email to Irene.Sanz@ie.edu . Due date is **Friday June 15th 2019, 9:00am (Madrid time)**.

Please select one person in your team to send the report via email to Irene.Sanz@ie.edu . Due date is **Monday July 1st 2019, 9:00am (Madrid time)**.

Feedback on the presentation will be provided orally during the presentation, and written to the team via email, including comments from the professors and practitioners that will attend the group presentation. Feedback on the report will be provided via email, the report will be reviewed by two of the faculty from the GNW.

Previous readings

In order to better understand IoT opportunity, you can check these readings:

- ***The Internet of Things and new business opportunities***, Business Horizons 60, pp. 83-841, 2017.
- ***Digital Ubiquity: how connections, sensors and data are revolutionizing business***, Harvard Business Review 92(11), November 2014 (HBR-R1411D).